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XX

## ROUTING AND RECORD SHEET

Senior Seminar

FILE *Training 3*Acting Director of Training  
1026 CofC Bldg.

EXTENSION

NO.

DTR-7325

3245

DATE

Officer designation, room number, and  
page

DATE

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OFFICER'S  
INITIALSCOMMENTS (Number each comment to show from whom  
to whom. Draw a line across column after each comment.)Deputy Director  
for Support  
7013 Hqs.Executive Director-  
Controller  
7012 Hqs.
 2/20 3/30  
 NOTED N.M.  
 3/31/72

 1 to 3-FYI re. seminar  
 appreciated with your  
 signature below.

 Many thanks -  
 Excellent report  
 We'll keep working  
 WEC

MORI/CDF Pages 2 thru

6

DTR-7325

DD/S 72/224

23 MAR 1972

MEMORANDUM FOR: Executive Director-Comptroller  
 THROUGH: *[Signature]* Deputy Director for Support 30 MAR 1972  
 SUBJECT: Senior Seminar  
 REFERENCE: Memo, 10 Mar 72 from: Ex. Dir.-Comp.  
 to A/DTR, same subject

1. We very much appreciate receiving your suggestions on the Senior Seminar as set forth in the reference and your interest in the Senior Seminar. Some of the items on the list are being met during the current Seminar or will be in future runnings; a few are more complex and strike me as warranting further discussion. I have taken the liberty of quoting each point in the reference and following it with our comments.

a. "In Block II, I find no particular coverage of Europe. It seems to me that the European Community is an important economic and political unit well worth special attention."

Comment: Concur. The Seminar Staff made an effort to include coverage of Europe and the European Community. They first contacted Robert Bowie, Director of Harvard's Center for International Affairs, who declined on the basis of a busy schedule. They then invited Professor Klaus Knorr of Princeton who is an ONE consultant and had been recommended by several ONE Staff members. Dr. Knorr declined on the basis that he felt he is not particularly competent to cover the subject. The Seminar Staff will try harder next time.

b. "Is Block II really worth two whole weeks? Granted, it needs coverage and could not be handled in one week. I just wonder at the investment involved in two whole weeks for general updating which will be out of date in a matter of months."

Comment: This is a tough question. The Staff argues that coverage of "Major World Trends and Problems" is worth at least two weeks or probably not worth covering at all. They recognize that the coverage of two different topics in the block is at best pretty thin. The rationale for this Block

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b. Comment (contd)

is to expose the participants to changes in the thinking and interpretation of U.S. foreign policy and equities and in the Agency's target areas which have occurred since the participants finished their formal education. The exposure to independent and reputable outside views provides a yardstick against which to measure Agency views and stereotypes, as well as a tremendous source of stimulation which carries through the entire Seminar. The material also ties in with and provides an appropriate background on the work of the Agency and the Intelligence Community. Personally, I believe this question probably deserves further exploration.

c. "I commend your use of movies on a voluntary basis. I suggest, however, you might put them onto free time or even evening time and increase the number. There are a lot of good movies that would be worthwhile seeing but are not worth taking up class time during the day."

25X1 Comment: Concur with your suggestions on films. At present, a total of 14 are scheduled of which 7 will be run on an optional basis during the lunch period. The Staff is currently exploring the showing of additional films and the interest in evening sessions with films.

d. "Perhaps [ ] talk might cover it, but I would suggest a nuts-and-bolts discussion of our relations

25X1 e. "The Defense day seems a little spotty. Rather than discussing Defense policy and RSD, I wonder if we should not discuss how intelligence can help Defense and how CIA and DOD can and should collaborate on operational as well as policy problems."

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e. contd.

Comment: Your suggestion that the "Day at the Pentagon," when the participants are scheduled to hear Mr. Baroody, Dr. Foster, Admiral Moorer and Dr. Hall, include coverage of how intelligence can help Defense is well taken. The coverage of topics by these speakers is being shifted to focus on this question. Your thought that the Defense speakers should explore how Defense and CIA should collaborate on operational and policy problems does not, however, strike me as being entirely appropriate for airing in a training program. We may be a little sensitive, but I would anticipate that Agency managers who have responsibility on our end for such problems would greatly prefer that the Seminar avoid these subjects.

f. "How useful is the USIA presentation? I would think we might get at least as much or more out of AID. This could cover some of the fairly large ideas of reorganization of our foreign aid."

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Comment: As [ ] mentioned to you, the USIA presentation is scheduled primarily in order to hear Mr. Shakespeare and his point of view. The Seminar heard an excellent presentation on 21 March on the subject of the problems of developing countries and AID's role from Mr. James Fowler, Special Assistant to the Deputy Administrator. His comments included some ideas on how our foreign assistance program might best be organized and related to U.S. foreign policy objectives.

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h. "I would think that the NSC presentation is much more important than a single speech by General Haig. I suggest a working-level NSC staff member or even panel to tell us what they expect from CIA and how we can help them better."

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h. contd.

Comment: General Maig is talking on how the NSC functions on 24 April. In your reading of the schedules, you apparently overlooked the presentation by Mr. Sonnenfeldt of the NSC Staff on 31 March which will get into the question of how the Agency supports the NSC.

i. "Is there a way to cover the organizational aspects of WRO without getting into impossible security compartmentation problems?"

Comment: The organizational side of the WRO will be covered by Mr. Brownman on 11 April. The participants hold the necessary clearances.

j. "I found no particular discussion of the art of analysis. In particular, I would think some imaginative discussion of future changes in analysis, techniques to meet new demands of volume and precision would be appropriate. This could include a good exposure to how Automated Data Processing could help us more."

25X1

Comment: The subject of intelligence analysis in the Intelligence Directorate will be covered by a panel on 13 April and the estimative process by [ ] Deputy Director of National Estimates, on 14 April. Having noted this, I doubt that these presentations will provide the kind of coverage raised in your suggestion. This is an area that warrants further exploration, discussion and attention.

k. "Similarly, I suggest a somewhat more operational look at the production process, i.e., the identification and transmission of requirements, evaluations of our products, discussions of the present and possibly changed formats of our finished production and the tangled subject of information processing and retrieval."

Comment: Same comment as on item j.

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2. If the above comments are not sufficiently responsive please let us know and we will take appropriate action. Otherwise, I recommend that the knottier questions (a, j and K) be discussed when the Seminar is completed as part of a general look at the lessons learned in running the first two Seminars.



Acting Director of Training

25X1

DD/S Distribution:

Orig & 2 - Adse \*

1 - DD/S Subject, w/Ref (DD/S 72-0989)✓

w/h/w note: "FYI - The Seminar appreciated the session with you and  
you received high marks across the board.  
s/Coffey 30 Mar 72"

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DD/S 72 0989  
Executive Registry  
72-14388  
FILE Training 3  
10 March 1972

MEMORANDUM FOR: Acting Director of Training

SUBJECT : Senior Seminar

1. On reviewing the course outline for the Senior Seminar, I have the following suggestions for your consideration:

a. In Block II, I find no particular coverage of Europe. It seems to me that the European Community is an important economic and political unit well worth special attention.

b. Is Block II really worth two whole weeks? Granted, it needs coverage and could not be handled in one week. I just wonder at the investment involved in two whole weeks for general updating which will be out of date in a matter of months.

c. I commend your use of movies on a voluntary basis. I suggest, however, you might put them onto free time or even evening time and increase the number. There are a lot of good movies that would be worthwhile seeing but are not worth taking up class time during the day.

d. Perhaps Mr. Macomber's talk might cover it, but I would suggest a nuts-and-bolts discussion of our relations with



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e. The Defense day seems a little spotty. Rather than discussing Defense policy and R&D, I wonder if we should not discuss how intelligence can help Defense and how CIA and DOD can and should collaborate on operational as well as policy problems.

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f. How useful is the USIA presentation? I would think we might get at least as much or more out of AID. This could cover some of the fairly large ideas of reorganization of our foreign aid.



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h. I would think that the NSC presentation is much more important than a single speech by General Haig. I suggest a working-level NSC staff member or even panel to tell us what they expect from CIA and how we can help them better.

i. Is there a way to cover the organizational aspects of NRO without getting into impossible security compartmentation problems?

j. I found no particular discussion of the art of analysis. In particular, I would think some imaginative discussion of future changes in analysis, techniques to meet new demands of volume and precision would be appropriate. This could include a good exposure to how Automated Data Processing could help us more.

k. Similarly, I suggest a somewhat more operational look at the production process, i.e., the identification and transmission of requirements, evaluations of our products, discussions of the present and possibly changed formats of our finished production and the tangled subject of information processing and retrieval.

2. Please don't take any of the above as engraved in stone, but I would appreciate your informal comments (or possible disagreement) on them.

25X1



W. E. Colby  
Executive Director-Comptroller

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